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1988
B/PAA SALARY/JOB PROFILE STUDY

B/PAA Business/Professional Advertising Association

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Non-member price: $25.00

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INTRODUCTION

As a continuing service to our members and the industry, B/PAA has conducted, since 1968, a bi-annual salary/job profile survey. This study continues to track progress made by our advertiser, agency and publisher members.

The questionnaire was mailed to all B/PAA members with advertisers, agencies and media. Returns were received from 31%, as follows:

	Mailed	Returned	Response Rate
Advertisers	1265	414	33%
Agencies	1097	352	32%
Publications/Media	925	245	26%
	3287	1011	(31%)

Currently, the median base salary of all our members is $47,000. This figure, which excludes additional compensation (bonus, commission, etc.), remains considerably above national averages for all workers and higher than most other white collar jobs.

We were also able to track our CBC (Certified Business Communicator) designation as it applies to salaries. It was found that those who hold the CBC designation make more money than their counterparts within the company, agency and publisher fields.

Specialized business publications continue to get the lion's share of expenditures by advertisers (34%).

We're hopeful you'll find the following information on salary/job data of interest and value to you and your organization. We sincerely thank the more than 1000 individuals who took the time to assist us in obtaining the input for this survey.

Very truly yours,

Ronald L. Coleman, CBC
B/PAA President

FINDINGS

TABLE 1
BASE SALARY (MEDIANS)

	THOUSANDS				% INCREASE	
	1988	1986	1984	1968	1986 1988	1984 1986
Total BPAA	$47.0	$43.7	$40.1	$15.2	7.6%	9%
Advertisers	45.6	42.1	38.5	18.7	8.3%	9%
Agencies.....	50.2	44.9	41.6	17.7	11.8%	8%
Publications	49.7	48.1	42.5	17.8	3.3%	13%

Salaries have typically increased by 7½%—from $43.7 thousand to $47 thousand. Whereas publication people had the greatest increase in the previous study, agencies showed the largest increase in this study.

TABLE 2
ADDITIONAL COMPENSATION

	Advertisers		Agencies		Publications	
	1988	1986	1988	1986	1988	1986
Receives additional compensation ..	58%	51%	77%	75%	77%	79%
Median	**$3.4M**	**$3.1M**	**$5.4M**	**$5.6M**	**$18.9M**	**$15.4M**
No additional compensation ..	40%	49%	20%	23%	17%	17%
No Answer	2%	*	3%	2%	6%	4%

*Less than ½ of 1%

Two-thirds of the respondents receive additional compensation, with agencies and publishers together leading the way in this area. However, advertisers showed the greatest increase in receipt of added compensation. Publication people continue to far out-distance their advertiser/agency colleagues in the size of the additional compensation.

TABLE 3
MEDIAN SALARIES (ADVERTISERS) BY SIZE OF COMPANIES' ADVERTISING EXPENDITURES

ADVERTISER BUDGETS	Number and % of total		Base Salary Thousands 1988	1986
$1,000,000 and over	159	39%	$51.9	$49.7
$500,000 to $999,999	98	24%	45.6	42.1
Up to $500,000	150	37%	38.6	37.4
TOTAL/BASE	407	100%	47.0	42.1

As would be expected, advertiser salaries increase with size of advertising expenditure. This is not totally a function of billings, as companies with larger billings employ more senior executives and salary increases with age as well as with billings.

TABLE 4
MEDIAN SALARIES (AGENCIES) BY SIZE OF AGENCIES' BILLINGS

AGENCY BILLINGS	Number and % of total		Base Salary Thousands 1988	1986
$10,000,000 and over ...	123	36%	$51.8	$48.5
$5,000,000 to $9,999,999 .	44	13%	58.1	45.2
Up to $5,000,000	170	50%	48.2	40.0
TOTAL/BASE	337	*	50.2	44.9

*Does not equal 100% due to rounding.

Medium size agencies ($5 to $10 million in billings) have the largest salaries. This may be because higher level executives, including owners and partners, represent medium size agencies at B/PAA. In larger agencies more junior personnel represent their agencies. (Although this situation did not exist in 1986, it *did* exist in 1984.)

TABLE 5
MEDIAN SALARIES BY GEOGRAPHIC AREAS

	1988	1986	1984	1968	——% Increase—— 1986 1988	1984 1986
New England	$52.7	$45.4	$40.1	$15.7	16%	13%
Middle Atlantic	49.2	44.2	42.0	15.5	11%	5%
South Atlantic	46.3	38.2	39.1	15.6	21%	– 2%
East No. Central	44.6	43.7	35.8	15.3	1%	22%
East So. Central	*	*	*	*	*	*
West No. Central	46.3	43.1	38.8	13.6	7%	11%
West So. Central	45.3	39.7	37.7	14.6	14%	5%
Mountain	44.1	41.2	41.9	14.7	7%	– 2%
Pacific	45.3	44.8	41.7	14.3	1%	7%
Canada	47.2	45.5	41 0	14.7	4%	11%

*Response too small to computer median or gain.

New England has the highest median salary, followed by the Middle Atlantic, Canada, the South Atlantic and the West North Central. The West Coast (Pacific) states dropped to a tie for sixth place. The Mountain states, after a drop in the previous study showed a healthy gain of seven percent. The East North Central (the rust belt?) had the smallest gain but this followed a significant 22% gain two years ago. The largest gain in this study — 21% in the South Atlantic States — followed a two percent loss two years ago.

New England — ME, NH, VT, MA, RI, CT
Middle Atlantic — NY, NJ, PA
South Central — DE, MD, DC, VA, WV, NC, SC, GA, FL
East No. Central — OH, IN, IL, MI, WI
East So. Central — KY, TN, AL, MS
West No. Central — MN, IA, MO, ND, SD, NE, KS
Mountain — MT, ID, WY, CO, NM, AZ, UT, NV
Pacific — AK, WA, OR, CA, HI
Canada — All provinces

TABLE 6
SALARY BY JOB DESIGNATION

	Mean Average	Mean Average by Titles
Advertisers	$47.4	
Marketing		$46.0*
Advtg. Comm's		$48.2
Agencies	$55.4	
Pres./Owner/Partner		$68.3
Acct. Mgt.		$47.4
Media Buyers/Directors		$40.1
Publications	$56.8	
Publishers		$80.4
Sales Mgrs./Advtg. Directors		$59.4
Sales Reps./Regional Mgrs.		$48.6

*An unexpected finding as marketing is frequently higher on the organization chart; probably due to "marketing" respondents being in smaller companies than the advertising respondents.

The individual group with the highest salary level is the publisher. This is followed, in order, by publication sales managers and owners/partners/officers in agencies. It should be noted that "publisher" and "sales manager" or "advertising director" are highly specific titles. If compared only with agency presidents a different picture might have emerged.

TABLE 7
SALARY BY AGE
—Medians—

	THOUSANDS				% INCREASE	
	1988	1986	1984	1968	1986 1988	1984 1986
Under 30	$30.7	$26.9	$26.3	$11.2	14%	2%
30-39	42.2	40.7	35.7	14.4	4%	14%
40-49	54.0	48.5	46.1	17.1	11%	5%
50 & Over	57.6	53.5	47.1	18.3	8%	14%

As mentioned earlier, more senior B/PAA members command higher salaries. Those fifty and older have salaries nearly double those under 30.

TABLE 8
MEAN SALARY BY CBC CERTIFICATION

	Advertisers (Thousands)	Agencies (Thousands)	Publishers (Thousands)
Has CBC	$50.2	$58.5	$63.2
Does not have CBC	46.3	54.0	55.2

This positive correlation of salary and age is at least partially responsible for the correlation of CBC certification and higher salaries.

TABLE 9
CBC CERTIFICATION BY AGE

	—ADVERTISERS—		—AGENCIES—	
	Under 40	40 & Over	Under 40	40 & Over
Has CBC	20%	38%	21%	42%
Does Not Have CBC	80%	62%	79%	58%

As can be seen in Table 9, older respondents (those 40 and over) are more likely to have CBC certification. Thus, it is difficult to credit any one thing for pushing a member into a higher salary level. Indeed both certification and age (and presumably experience) seem related to increased income.

In all three categories — advertisers, agencies and publishers, men are twice as likely to have CBC certification. This also impacts on the relationship of certification and income.

TABLE 10
MEMBERS AGE
—Mean Average—

	1988	1986	1984	1968
Total	41	42	41	42
Advertisers	41	42	39	41
Agencies	43	42	41	43
Publications	42	44	42	42

The typical age varies a little from industry group to industry group. Further, there is little difference from year to year. B/PAA membership has stayed surprisingly consistent since the first study, in 1968.

TABLE
YEARS WITH P[illegible] COMPANY
-[illegible]-

	1988	1986	1984	1968
Total	6.4	5.9	6.0	5.8
Advertisers	7.0	6.7	6.5	6.3
Agencies	6.1	4.0	5.6	6.0
Publications	6.6	6.0	5.9	5.8

Although there is a slight decrease in average age, members have been with their current employer for a longer period of time; the average is over six years. Advertisers are the most stable, followed by publication personnel and agencies in that order.

TABLE 12
MARKETS (ADVERTISERS & AGENCIES)

	1988	1986
Metalworking/Production	19%	10%
OEM Manufacturing/Design/Electronics	23%	17%
Processing/Specializing Mfg	19%	14%
General Manufacturing/Industry	24%	23%
Engineering/Construction/Mining	13%	12%
Science/Advanced Technologies/Computers	20%	14%
General Business/Financial	24%	15%
Transportation	4%	3%
Professional/Personal Services	16%	5%
Distribution/Retailing	16%	6%
Communications/Publishing/Marketing	5%	4%
Other	3%	3%
No Answer	8%	28%

Note: Total exceeds 100% due to multiple answers.

The markets that members serve have changed in an unexpected way. Although we would have expected a shift into the service industries, the significant, and unexpected change is to multiple markets. Note that the percentages serving each market has increased. The average number of markets is 2.0 up from 1.6 in 1986.

TABLE 13
ADVERTISER APPROPRIATIONS INCREASE/DECREASE — PAST 2 YEARS

	1988	1986
BASE	413	394
Increased	55%	54%
Same	25%	22%
Decreased	20%	25%
	100%	*

*Does not equal 100% due to rounding

TABLE 14
CLIENTS' BUDGETS INCREASE/DECREASE — PAST 2 YEARS

	1988	1986
BASE	347	302
Increased	69%	75%
Same	18%	15%
Decreased	12%	10%
	*	100%

*Does not equal 100% due to rounding

Both advertisers and agencies show approximately the same budgeting situation as in 1986.

TABLE 15
ANTICIPATED EXPENDITURE, NEXT TWO YEARS
(BY TYPE OF ORGANIZATION)

	TOTAL	ADVERTISERS	AGENCIES*
Expect increased expenditures	69%	63%	75%
Expect the same expenditures	26%	29%	23%
Expect decreased expenditures	6%	8%	3%
	**	100%	**

*NOTE: Although agencies are answering the question, they are referring to clients' budgets, not to their own billings.

**Does not equal 100% due to roundings.

Respondents' anticipation for the next two years is more optimistic. Seven out of 10 expect budget increases. Agencies are more optimistic than advertisers.

TABLE 16
ANTICIPATED EXPENDITURE, NEXT TWO YEARS
(BY GEOGRAPHIC AREA)

	New. Eng.	Mid Atl.	So. Atl.	ENC	WNC	WSC	Mntn.	Pac.	Intn'l
BASE	**66**	**158**	**59**	**167**	**50**	**53**	**23**	**146**	**23**
Increase ...	73%	70%	78%	61%	68%	55%	61%	75%	74%
Same	20%	25%	19%	33%	28%	30%	35%	22%	22%
Decrease ..	8%	5%	3%	6%	4%	15%	4%	3%	4%
	**	100%	100%	100%	100%	100%	100%	100%	100%

*The East South Central Area is omitted as the number of answers (5) is too small to be stable.
**Does not equal 100% due to rounding.

The two coasts are more optimistic than the central portion of the country, when it comes to anticipated expenditures.

TABLE 17
ANTICIPATED PERSONNEL INCREASE/DECREASE
(BY TYPE OF ORGANIZATION)

	TOTAL	ADVERTISERS	AGENCIES*
Expect increase, next 2 years	37%	40%	34%
Expect departments to be same size .	56%	56%	56%
Expect decrease, next 2 years.....	7%	4%	10%
	100%	100%	100%

*Again, agencies answers concern their clients' departments.

A fairly large number of respondents anticipate increased personnel in their departments. Over a third expect an increase. Just 5% expect a decrease. In this question advertisers are more optimistic than are agencies.

TABLE 18
ANTICIPATED PERSONNEL INCREASE/DECREASE
(BY GEOGRAPHIC AREA)

	New Eng.	Mid Atl.	So. Atl.	ENC	ESC	WNC	WSC	Mntn.	Pac.	Intn'l
Increase . . .	35%	33%	50%	31%	*	26%	31%	35%	51%	24%
Same	56%	57%	48%	58%	*	71%	60%	59%	47%	67%
Decrease . .	10%	10%	2%	10%	*	2%	10%	6%	1%	10%
	**	100%	100%	**	*	**	**	100%	**	**

*Base too small to be stable.

**Does not equal 100% due to rounding.

As with expenditures, the two coasts are more optimistic on advertising department personnel.

TABLE 19
EXPENDITURES/BILLINGS BY MEDIA

	ADVERTISERS					AGENCIES				
	TOTAL		AVERAGE % OF BUDGET			TOTAL		AVERAGE % OF BUDGET		
	% USING	AVG. % OF BUDG.	UP TO $500 M	$500-999 M	1MM & OVER	% USING	AVG. % OF BUDG.	UP TO $500 M	$500-999 M	1MM & OVER
BASE	414	414	150	98	159	352	352	170	44	123
Spec. Bus. Pub'ns . .	89%	35%	41%	34%	30%	90%	33%	35%	32%	30%
Gen'l Bus. Pub'ns . .	18%	3%	2%	2%	5%	42%	6%	6%	7%	7%
Farm Pub'ns	3%	*	*	*	1%	6%	1%	1%	2%	1%
Medical Pub'ns	3%	1%	—	*	1%	14%	1%	2%	2%	2%
Consumer Pub'ns . .	6%	1%	*	1%	1%	26%	2%	2%	1%	3%
Newspapers	9%	1%	*	1%	2%	40%	5%	3%	7%	6%
Telemarketing	13%	1%	2%	1%	1%	7%	1%	1%	*	*
Direct Mail	73%	8%	9%	8%	8%	72%	10%	11%	8%	8%
Network TV	1%	*	—	—	*	4%	1%	*	*	2%
Spot TV	4%	1%	—	*	2%	24%	1%	*	*	2%
Spot Radio	6%	1%	*	1%	1%	33%	4%	2%	7%	7%
Directories	42%	2%	2%	2%	2%	28%	2%	2%	1%	2%
Company Catalogs . .	65%	16%	14%	15%	17%	51%	10%	12%	7%	9%
Trade Shows/Ex'bts	82%	12%	13%	13%	11%	42%	3%	4%	3%	2%
Dealer/Dist. Aids . .	30%	3%	2%	2%	4%	29%	3%	2%	3%	3%
Int. House Organs . .	22%	1%	1%	2%	1%	14%	1%	1%	1%	*
Ext. House Organs . .	21%	1%	2%	2%	1%	18%	1%	1%	1%	1%
AV (slide/movie/etc)	40%	2%	2%	3%	3%	29%	2%	2%	2%	1%
Specialty Advtg	31%	1%	1%	1%	1%	19%	1%	1%	1%	*
Outdoor Transit	3%	*	*	*	*	16%	1%	1%	1%	*
Publicity	60%	5%	5%	6%	4%	55%	7%	6%	8%	7%
Research	23%	1%	*	1%	1%	27%	1%	2%	2%	1%
Video Tape	32%	2%	1%	2%	2%	21%	1%	1%	1%	1%
Other	16%	3%	2%	3%	3%	13%	3%	4%	1%	2%

Specialized business publications still dominate the advertisers' budgets and the agencies' billings. It should be noted that in this question, the agencies are answering about their own billings. Size of budget and size of billings influence the media mix. Larger advertisers and agencies put a smaller percentage of their budgets into the basics such as business publications, catalogs, directories, publicity, telemarketing, and trade shows. They are more likely to supplement these items with newspapers, television, and consumer magazines.

TABLE 20
CURRENT JOB DESIGNATION

	TOTAL B/PAA		ADVERTISERS		AGENCIES		PUBLISHERS	
	1988	1986	1988	1986	1988	1986	1988	1986
President/Owner/CEO/Partner/Publisher	21%	17%	1%	1%	45%	38%	19%	15%
Director of Sales/VP of Sales/Sales Mgr	5%	4%	2%	—	1%	1%	14%	10%
Marketing Director/Mgr./VP of Marketing	9%	7%	15%	9%	1%	2%	7%	5%
Advtg./Communications Mgr./Director/VP	31%	34%	74%	78%	2%	2%	3%	4%
Acct. Supvr./Mgr./Executive/VP/etc	14%	15%	1%	2%	40%	48%	1%	1%
Media Director/Buyer/VP of Media/etc	3%	2%	1%	*	8%	7%	*	—
Space Sales/Dist. Mgr./Rep.	13%	15%	—	—	—	—	53%	61%
Other	5%	6%	7%	8%	3%	3%	2%	3%

*Less than ½ of 1%.
— None
Job titles are as expected, and are consistent with prior years although there is some trend toward higher titles.

TABLE 21
YEARS WITH PRESENT TITLE

	TOTAL B/PAA		ADVERTISERS		AGENCIES		PUBLISHERS	
	1988	1986	1988	1986	1988	1986	1988	1986
Under 1 year	10%	8%	9%	8%	10%	8%	10%	7%
1-2 years	22%	26%	23%	26%	21%	23%	19%	25%
3-4 years	24%	21%	26%	20%	20%	23%	24%	19%
5 years or more	45%	45%	42%	46%	50%	46%	47%	48%

Most have been in their current jobs at least three years.

TABLE 22
MEMBERS' OPERATING AREAS

	TOTAL B/PAA		ADVERTISERS		AGENCIES		PUBLISHERS	
	1988	1986	1988	1986	1988	1986	1988	1986
Advtg./Communications	86%	84%	98%	98%	95%	92%	59%	54%
Marketing/Mkt. Planning	56%	48%	50%	42%	68%	63%	45%	42%
Product Mgt.	10%	6%	11%	7%	5%	3%	15%	9%
Sales/Sales Mgt.	25%	25%	10%	6%	9%	9%	68%	72%
Sales Training	17%	14%	23%	17%	6%	6%	23%	18%
Public Relations	53%	49%	74%	70%	54%	50%	19%	16%
Marketing Research	38%	34%	40%	36%	38%	38%	36%	30%
Co. Mgt./Admin.	28%	23%	24%	14%	36%	36%	24%	21%
Merchandising	18%	16%	23%	19%	13%	13%	21%	20%
Other	2%	3%	1%	4%	3%	3%	2%	3%

Their titles are not in any way restricting. They operate in areas ranging from sales training to company management. Advertisers regularly operate in over 3½ different areas. the proportion checking each area is noted above.

TABLE 23
DEPARTMENT SIZE/MEMBERSHIP IN B/PAA
(ADVERTISERS ONLY)

No Others in Department	13%
One Other	17%
Two or Three Others	26%
Four or Five Others	12%
Six or More Others	31%
Average # in Department (Mean)	6.6
Average # of B/PAA Members (Mean)	1.6

The departments that advertiser members work in typically have about 4 or 5 people. In over half the departments only one person has B/PAA membership.

TABLE 24
LOGICAL GROWTH STEP FOR AD MANAGERS

	Advertisers	Agencies
President/Owner/General Manager/CEO/Partner/ Publisher	—	2%
Exec. VP/Admin VP/Treasurer/Secretary	3%	2%
Director of Sales/VP Sales/Sales Mgr.	6%	2%
Marketing Director/Marketing Manager/VP Marketing	52%	49%
Advtg., Communications Mgr./Director/VP/ Marketing Comm/Sales Promo	34%	42%
Account Supervisor/Manager/Exec./VP etc.	*	2%
Media Director Buyer/VP Media/etc.	1%	*
Product Manager	1%	4%
Other	4%	1%

*Less than ½ of 1%
— None

The logical growth step for the advertising manager — as seen by both advertisers and agencies — is into marketing. Many, however, see the growth continuing in advertising — to Vice-President, Director, etc.

TABLE 25
PROPORTION OF MEMBERS HOLDING DEGREES

	1988	1986	1984	1982
Masters or higher	19%	18%	16%	13%
Bachelors	66%	66%	70%	68%
Associate & Other	13%	14%	14%	18%
CBC Certification	27%	26%	29%	24%

The proportion of members holding advanced degrees has increased in every study since the question was added to the questionnaire. Approximately one out of every five respondents have masters degrees or higher.

Women are slightly more likely to have associate degrees; men are slightly more likely to have bachelor degrees. Their likelihood of having advanced degrees is about equal.

TABLE 26
PROPORTION OF MEMBERS BY SEX

	TOTAL	ADVTR.	AGENCY	PUBL.	EAST	MID-WEST	WEST
Male	69%	63%	76%	77%	72%	77%	52%
Female	31%	37%	24%	23%	28%	23%	48%

Interestingly, women are more likely to come from the West Coast. While the numbers do not provide a foolproof base for individual regions, the basic pattern may indeed reflect a lifestyle difference: men are more likely to be employed in the East and Midwest. Also, publishers and agencies are more likely than advertisers to have female employees.

TABLE 27
ORGANIZATION AFFILIATION

	TOTAL	ADVERTISERS	AGENCIES	PUBLICATIONS
Advertising Research Foundation (ARF)	8%	4%	8%	18%
American Association of Ad. Agencies (4 A's)	12%	*	32%	*
American Marketing Association (AMA)	22%	23%	25%	15%
Association of Business Publishers (ABP)	14%	*	*	43%
Association of National Advertisers (ANA)	4%	6%	*	*
Direct Marketing Association (DMA)	10%	5%	13%	11%
International Assoc. of Bus. Communicators (IABC)	6%	8%	6%	2%
Public Relations Soc. of America (PRSA)	13%	11%	26%	2%
Trade Show Bureau (TSB)	3%	5%	1%	3%
Other	14%	11%	18%	9%
Net	58%	49%	66%	60%

*Does not apply.

Over half the members belong to (or are with companies that belong to) related industry organizations.

TABLE 28
USE OF THE COMPUTER

	TOTAL	ADVERTISERS	AGENCIES	PUBLICATIONS
Use a mainframe	10%	15%	5%	7%
Use a mini	10%	9%	11%	8%
Use a micro/PC	55%	58%	62%	40%
Do not use/no answer	34%	30%	28%	51%
Currently have or require:				
Data-base management/inquiry handling software	52%	63%	51%	33%
Spread sheets (financial, budget/statistical)	57%	62%	66%	36%
Word processing	70%	74%	76%	52%
Time/record keeping	30%	20%	54%	13%
Desk-top publishing	53%	65%	57%	29%
No answer	26%	18%	21%	47%

About two-thirds of the members personally use computers in their work. As would be expected, this is primarily due to the ubiquitous PC.

TABLE 29
TYPE OF PROGRAMS USED

	TOTAL	ADVERTISERS	AGENCIES	PUBLICATIONS
Pre-packaged	87%	87%	91%	81%
Custom designed	41% *	42 *	41% *	40% *
BASE (Those using computers)	743	293	254	121

*Exceeds 100% due to multiple answers.

Mostly, respondents use pre-packaged programs.

TABLE 30
TRAVEL & MEETINGS

	TOTAL	ADVERTISERS	AGENCIES	PUBLICATIONS
Number of trips per year (mean average) involving air travel:				
BUSINESS	9.4	9.3	6.9	13.2
PERSONAL	2.6	2.3	2.7	2.7
Total	12.0	11.6	9.6	15.9
Number involving car rental	6.8	6.0	6.0	10.1

Members travel a great deal. They average 9 business trips and 3 personal trips per year that involve air travel. Most trips also involve a car rental.

TABLE 31
HOTEL/MEETING FACILITY SELECTION

	TOTAL	ADVERTISERS	AGENCIES	PUBLICATIONS
Select own-hotels/meeting facilities	60%	73%	49%	56%

For the most part, respondents select their own hotels and meeting facilities.

METHODOLOGY

In January, 1988 B/PAA mailed a questionnaire to 3617 members. This represented all personnel within membership categories of advertisers, agencies, and publications.

Number mailed	3617	100%
Number of returns	1125	31%

	Mailed	Returned	Response %
Advertisers	1265	414	33%
Agencies	1097	352	32%
Publications	925	245	26%
Total*	3287	1011	(31%)

*In addition, there were 114 respondents with other types of companies or who did not indicate their company affiliation, thereby bringing the total number of returns to 1125. The mailing included 330 suppliers and unidentified members.

Returned questionnaires were edited, coded and analyzed by Business Marketing Research of Eastchester, New York. The data were then keypunched, cleaned for keypunch or logic errors, and tabulated by computer.